State of Washington
Department of Transportation
Merit 1 Employees Only

Human Resource Management Report

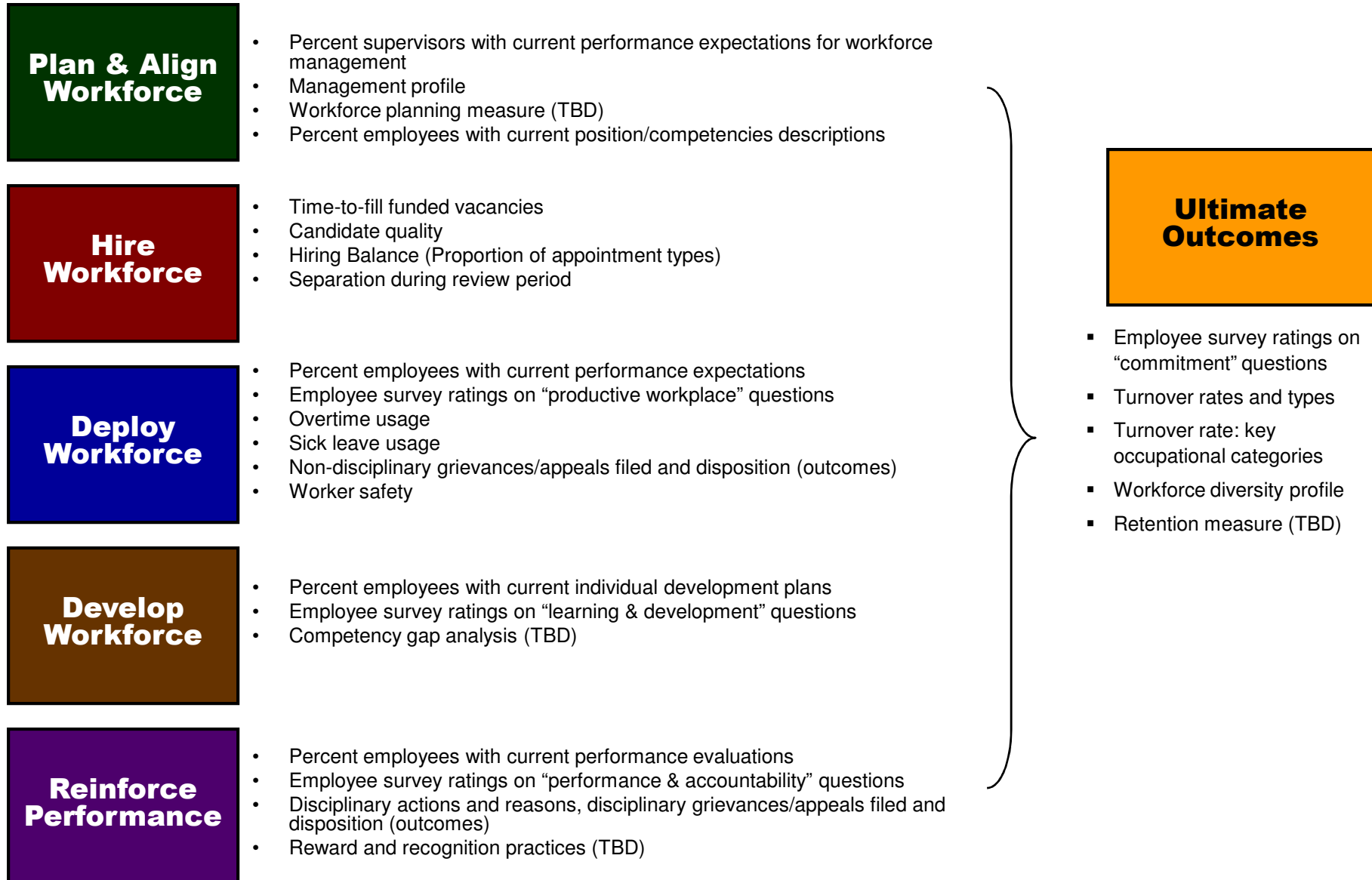|	Plan & Align Workforce	
Hire Workforce	Deploy Workforce	Reinforce Performance
	Develop Workforce	
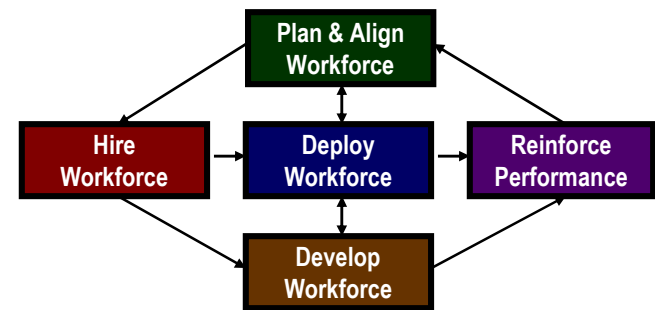
October 2008

FY2008 07/01/07 – 06/30/08

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	Ultimate Outcomes
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

2

Standard Performance Measures

Plan & Align Workforce
- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce
- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce
- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce
- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance
- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes
- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

3

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Workforce Management Expectations

Percent supervisors with current performance expectations _for workforce management_ = 96%*

*Based on 1429 of 1484 reported number of supervisors

Represents all supervisors, including EMS, WMS and GS	Agency Total
As of 9/30/2008	1484
# with current performance expectations	1429
Rate	96%

Reporting Period: October 2007 through September 2008

Analysis:

- At the conclusion of FY07 the agency held a 57% completion rate in this area. Only the WMS Managers were tracked at that time.

- The April 2008 Interim Report reflected a 97% completion rate. This was due to the total implementation of the agency's new Performance Management Program (PMP) in which expectations for workforce management are given.

- We continue to maintain, within normal variation, a completion rate between 90-100%.

Action Steps:

- The Performance Management Program (PMP) Administrators will continue to train managers and supervisors on the use of the program.

- Two new reports, implemented in September 2008, provide up-to-the-minute information to all supervisors on the status of appraisals – started, due and completed. These reports are an integral part of the process and will help to ensure completion rates remain within the 90-100% range.

Data as of 09/2008
Source: WSDOT Performance Management Program

Management Profile

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

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WMS Employees Headcount = 702

Percent of agency workforce that is WMS = 11.1%

Managers* Headcount = 685

Percent of agency workforce that is Managers* = 10.9%

* In positions coded as "Manager" (includes 31 Exempt/EMS, 652 WMS, and 2 General Service). The number of all 'active' employees as of June 30 = 6301.

Washington Management Service Headcount Trend

Data Time Period: 07/2007 through 06/2008
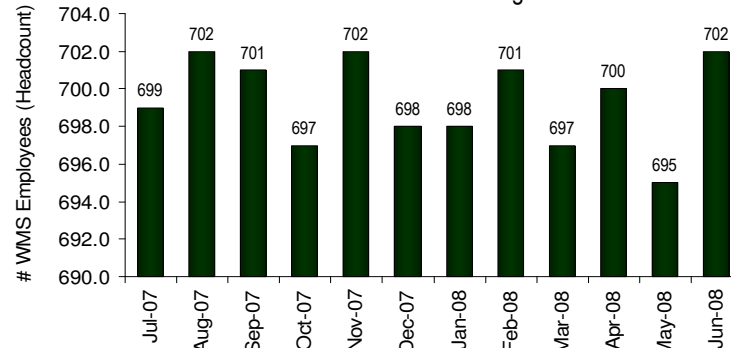
WMS Management Type

Management	654
Consultant	31
Policy	17
Overall Result	**702**
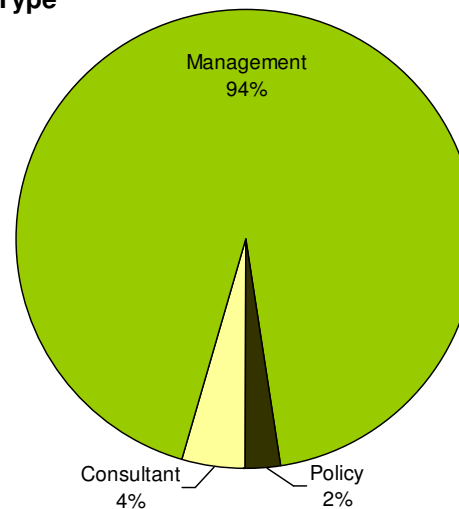
Data as of 06/30/2008
Source: DOP HRMS BI

Analysis:

- No change from the April 2008 Interim Report which was also 10.9% coded as manager.

- The WMS Control Point set by DOP in July 2007 was 11.2%. At 11.1%, the agency currently falls under the Control Point.

Action Steps:

- WSDOT will continue to closely monitor WMS usage.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 96%*

*Based on 5633 of 5896 reported employee count (as of 9/30/08)

Applies to employees in permanent positions, EMS, WMS & GS

Position competencies must be set within 30 days of appointment.

Represents all employees in permanent positions, including EMS, WMS and GS	Agency Total
As of 9/30/2008	5896
# with current performance expectations	5633
Rate	96%

Reporting Period: October 2007 through September 2008

Analysis:

- At the conclusion of FY07 the agency held an 80% completion rate in this area.

- The April 2008 Interim Report reflected a 94% completion rate. This increase was due to the total implementation of the agency's new Performance Management Program (PMP).

- There has been a 2% improvement in this area since the April 2008 report. WSDOT continues to maintain, within normal variation, a completion rate between 90-100%.

Action Steps:

- The PMP Administrators will continue to train managers and supervisors on the use of the program.

- Competencies are an integral part of the agency's PMP. Executive Management fully supports the program and has set the expectation of completing all phases of the program.

- Two new reports, implemented in September 2008, provide up-to-the-minute information to all supervisors on the status of appraisals – started, due and completed. These reports will help to ensure completion rates remain within the 90-100% range.

Data as of 09/2008
Source: WSDOT Performance Management Program

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

**Performance Measures**

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Time-to-fill Funded Vacancies

Average number of days to fill*:	61.2
E-Recruit (43 recruitments)	66.1
Number of vacancies filled**:	761

*Number of days from recruitment opening date to appointment effective date, includes recruitment methods other than E-recruit

**Does not include TE1, Interns, or direct appointments

Candidate Quality

WSDOT does not currently track Candidate Quality agency-wide.

Analysis:

- Criteria for WSDOT Time-to-fill:
  Start date = Date recruitment opened
  End date = Appointment effective date
- Number of vacancies filled declined from FY07 by 82
- Time-to-fill declined by 6.4 days from FY07 report

Action Steps:

- As stated in the 2009-2015 Strategic Plan, WSDOT is implementing new recruitment techniques to increase the number of high-quality job candidates, (page 13).
- WSDOT has implemented a method to capture and report candidate quality. Data will be available for the April 2009 Interim Report.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Types of Appointments

Promotions 41% — 520

New Hires 40% — 502

Transfers 15% — 183

Other 2% — 30

Exempt 2% — 22
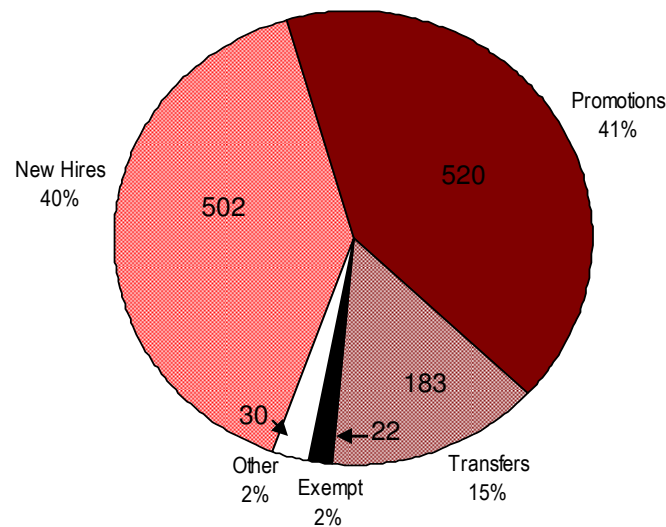
Total number of appointments = 1257*
Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Separation During Review Period

Probationary separations - Voluntary	37
Probationary separations - Involuntary	24
Total Probationary Separations	*61*
Trial Service separations - Voluntary	11
Trial Service separations - Involuntary	01
Total Trial Service Separations	*12*
Total Separations During Review Period	**73**

Analysis:

- Promotional appointments continue to be slightly higher than the other types of appointments although they did decrease by 7% since the FY07 Report.

- Supervisors are using the probationary/trial service period to address employee performance before permanent status is attained.

- During FY07 WSDOT had 27 Involuntary Probationary Separations. This number decreased to 24 during FY08.

Action Steps:

- WSDOT will continue to monitor the number and type of appointments and separations.

- WSDOT will continue to provide:

  - Training to managers on interview and selection best practices.

  - Training to supervisors on using the probationary/trial service period to address employee performance before permanent status is attained.

Data Time Period: 07/2007 through 06/2008
Source: DOP HRMS BI

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

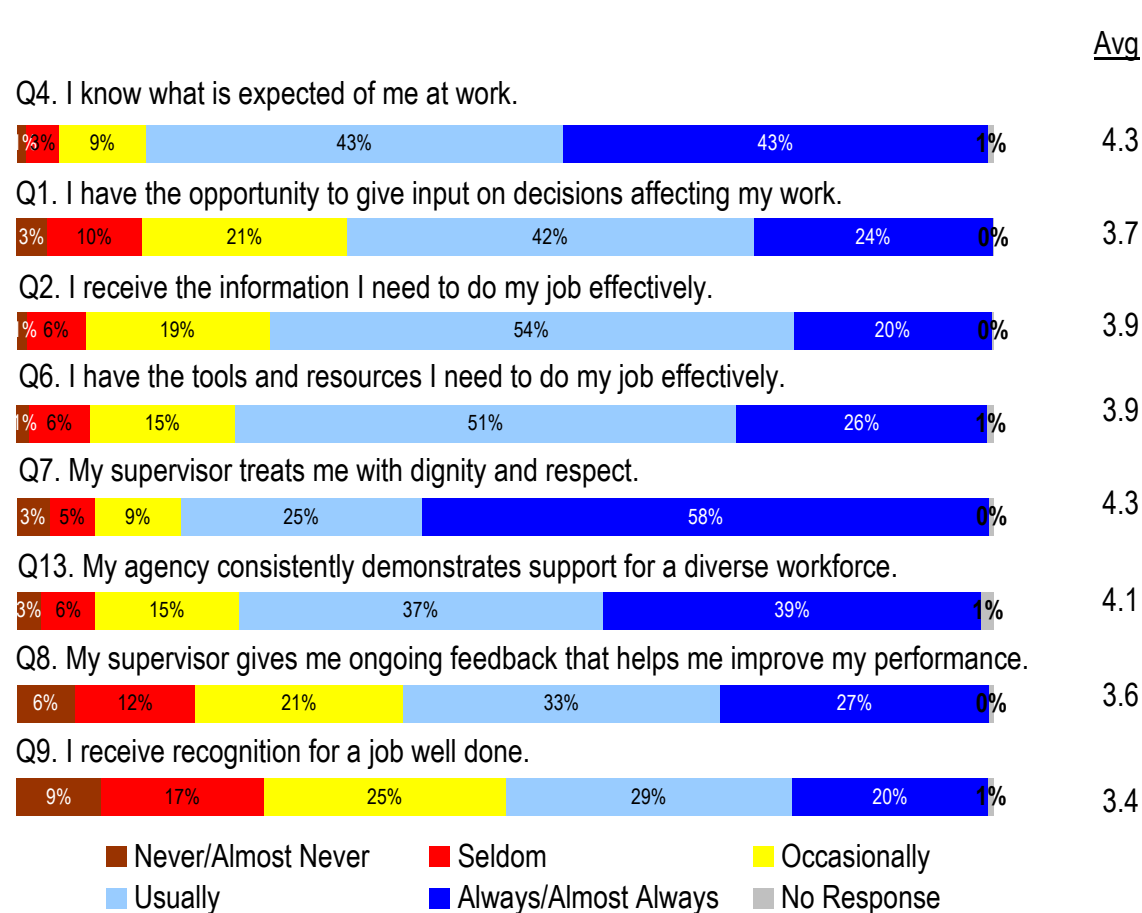Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

> **Percent employees with current performance expectations = 96%***

*Based on 5633 of 5896 reported employee count (as of 9/30/08)
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Represents all employees in permanent positions, including EMS, WMS and GS	Agency Total
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- There has been a 2% improvement in this area since the April 2008 report and WSDOT continues to maintain, within normal variation, a completion rate between 90-100%.

Action Steps:
- PMP Administrators will continue to train managers and supervisors on the use of the program.

- Setting expectations is an integral part of the agency's PMP. Executive Management fully supports the program and has set the expectation of completing all phases of the program.

- Two new reports, implemented in September 2008, provide up-to-the-minute information to all supervisors on the status of appraisals – started, due and completed. These reports will help to ensure completion rates remain within the 90-100% range.

Data as of 09/2008
Source: WSDOT Performance Management Program

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

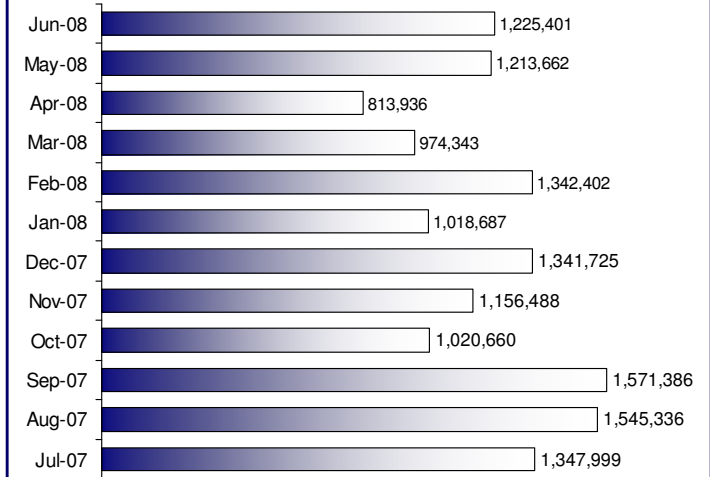Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Avg

Q4. I know what is expected of me at work.

| %3% | 9% | 43% | 43% | 1% |

4.3

Q1. I have the opportunity to give input on decisions affecting my work.

| 3% | 10% | 21% | 42% | 24% | 0% |

3.7

Q2. I receive the information I need to do my job effectively.

| % | 6% | 19% | 54% | 20% | 0% |

3.9

Q6. I have the tools and resources I need to do my job effectively.

| % | 6% | 15% | 51% | 26% | 1% |

3.9

Q7. My supervisor treats me with dignity and respect.

| 3% | 5% | 9% | 25% | 58% | 0% |

4.3

Q13. My agency consistently demonstrates support for a diverse workforce.

| 3% | 6% | 15% | 37% | 39% | 1% |

4.1

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 6% | 12% | 21% | 33% | 27% | 0% |

3.6

Q9. I receive recognition for a job well done.

| 9% | 17% | 25% | 29% | 20% | 1% |

3.4

Legend:
- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

Overall average score for "Productive Workplace" ratings: 3.9

Ratings: 1=Never, 2=Seldom, 3=Occasionally, 4=Usually, 5= Always

Analysis:

- Statewide Average: 3.8
- The agency's rating of 3.9 is an increase over the 3.8 score attained in 2006.

Action Steps:

- Encourage and recognize employee's professionalism and career growth by utilizing the Performance Management and Leadership Programs.

Data as of: 2007
Source: 2007 DOP Employee Survey

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Overtime Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita) *

Legend: ■ Avg OT Hrs - Agency   ◆ Avg OT Hrs - Statewide
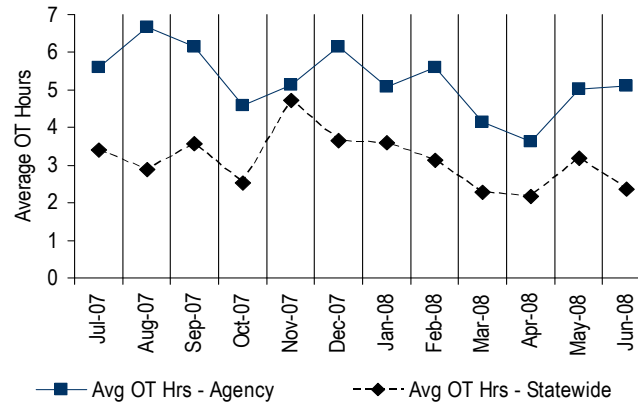
Overall agency avg overtime usage – per capita, per month: 5.24**

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency

Month	Cost
Jun-08	1,225,401
May-08	1,213,662
Apr-08	813,936
Mar-08	974,343
Feb-08	1,342,402
Jan-08	1,018,687
Dec-07	1,341,725
Nov-07	1,156,488
Oct-07	1,020,660
Sep-07	1,571,386
Aug-07	1,545,336
Jul-07	1,347,999

% Employees Receiving Overtime *

Legend: ■ Pct EE's w/OT - Agency   ◆ Pct EE's w/OT - Statewide
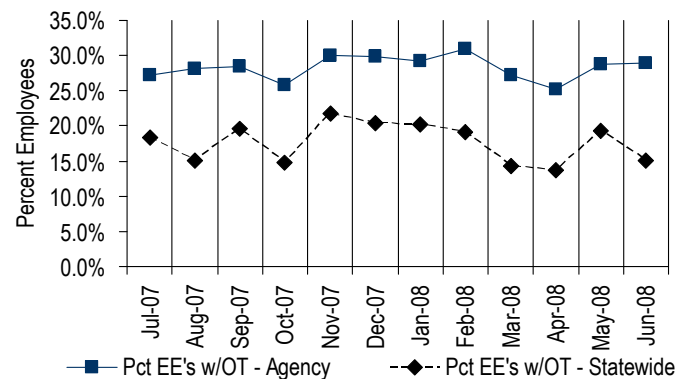
Overall agency avg employees receiving overtime per month: 28.34%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Analysis:

- WSDOT averaged 5.5 hours per capita, per month during FY07. We see a slight decrease in that number during FY08 (5.24 hours).

- The average number of employees receiving overtime per month has continued to decrease. During FY07 an average of 29.5% of the employees received overtime per month. That average has dropped by 1.16% in FY08 to 28.34%.

- WSDOT overtime usage tends to be higher in the summer and winter months due to project delivery demands and snow removal season.

Action Steps:

- WSDOT will continue to monitor usage for negative trends.

Data Time Period: 07/2007 through 06/2008
Source: DOP HRMS BI

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

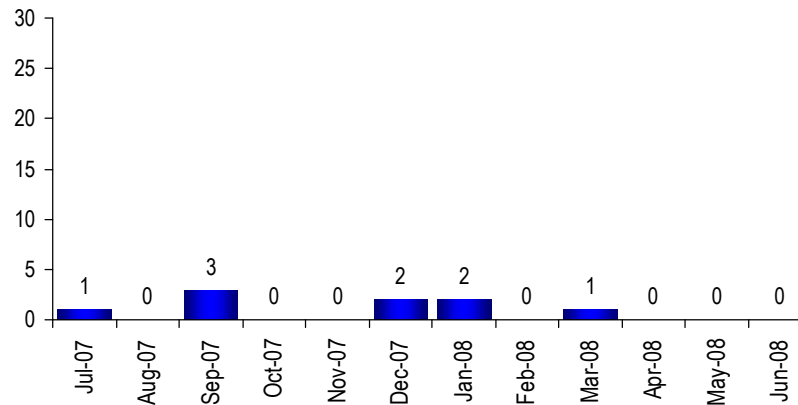Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Average Sick Leave Use
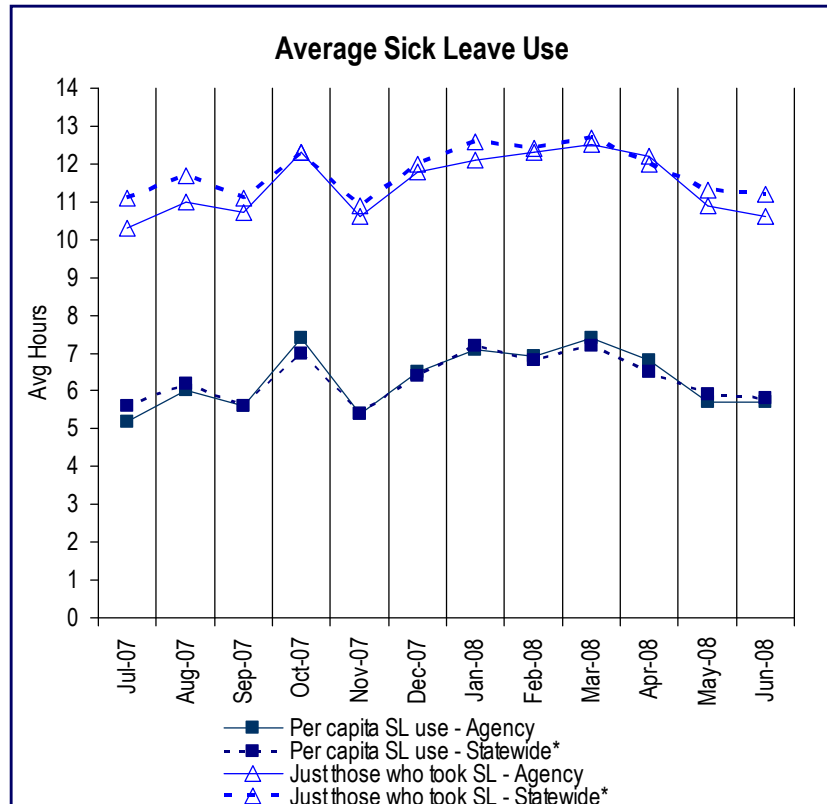
Analysis:

- WSDOT sick leave continues to run parallel with the statewide average.

- The average sick leave used has had minimal change since FY07. FY07 = 6.2 avg. hrs per capita. FY08 = 6.3 avg. hrs per capita. The avg. hours used of those who took sick leave is unchanged at 11.4 hrs.

Action Steps:

- WSDOT will continue to monitor usage for negative trends.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
6.3 Hrs	**79.5**%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
11.4 Hrs	**143.0**%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/2007 through 06/2008
Source: DOP HRMS

Non-Disciplinary Grievances (represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Number of Non-Disciplinary Grievances Filed

Month	#
Jul-07	1
Aug-07	0
Sep-07	3
Oct-07	0
Nov-07	0
Dec-07	2
Jan-08	2
Feb-08	0
Mar-08	1
Apr-08	0
May-08	0
Jun-08	0

Total Non-Disciplinary Grievances = 9

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*
(Outcomes determined during time period listed below)

- Withdrawn – 33% (3)
- Settled – 55% (5)
- Arbitration – 12% (1)

Top 5 Non-Disciplinary Grievance Types
(i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Pay	03
2. Union Dues	02
3. Leave	01
4. Classification	01
5. Safety & Hours of Work (1 each)	02

Analysis:

- Two Union Dues issues were a result of the HRMS conversion. During the conversion, the system inadvertently stopped two employee's union dues. The Union did not catch this for almost a year and has sought for the employer to pay the back dues. One grievance was dropped by the Union the other is going to Arbitration.

- Several Leave and Hours of Work issues are filed by the Union to preserve time frames. However, once meetings were held between Management and the Union the issues were typically resolved.

Action Steps:

- Work through the collective bargaining process to seek mutual clarification on Hours of Work and Leave issues.

- The Department will continue to train on hours of work, leave and overtime in attempt to resolve contractual disputes before they occur.

Data Time Period: 07/2007 through 06/2008
Source: WSDOT Labor Relations Office

Non-Disciplinary Appeals (mostly non-represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Filings for DOP Director's Review

12 Job classification

00 Rule violation

00 Name removal from register

00 Rejection of job application

00 Remedial action

12 Total filings

Filings with Personnel Resources Board

05 Job classification

00 Other exceptions to Director Review

00 Layoff

00 Disability separation

00 Non-disciplinary separation

05 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes

Untimely 18%
Withdrawn 18%
Reversed 27% (3)
No jurisdiction 9%
Affirmed 28%
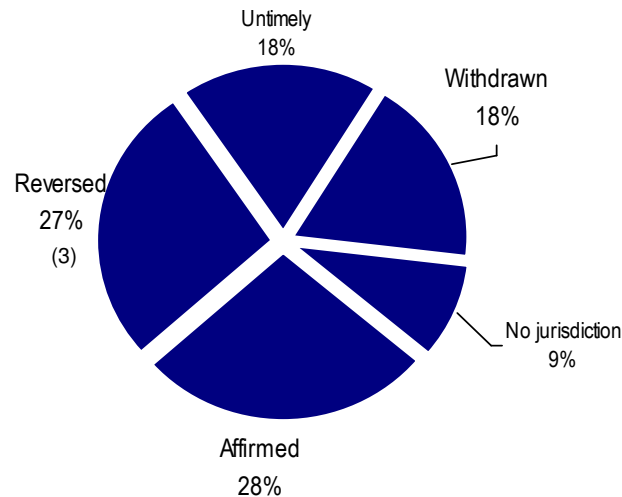
Total outcomes = 11

Data Time Period: 07/2007 through 06/2008
Source: Department of Personnel

Personnel Resources Board Outcomes

• Withdrawn - 1

Total outcomes = 01

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Analysis:

•WSDOT manages its Safety Program based on OSHA-recordable injuries, not claims as depicted in the graph below, to proactively manage safety.

•When comparing the Annual Claims Rate information below to that provided in the FY07 report the overall average is lower in the new report. This is likely due to the department's aggressive safety culture.

Action Plan: As stated in the 2009-2015 Strategic Plan:

•Safety is one of WSDOT's highest priorities. This was emphasized in an Executive Order issued by Secretary of Transportation, Paula Hammond in 2007 calling for a 50% reduction in injuries from the FY06 baseline of 525, (page 14).

•We will continue to advance WSDOT's worker safety program to attain injury and illness reduction targets with the goal of zero work-related injuries by 2019 (page 20).

Annual Claims Rate:

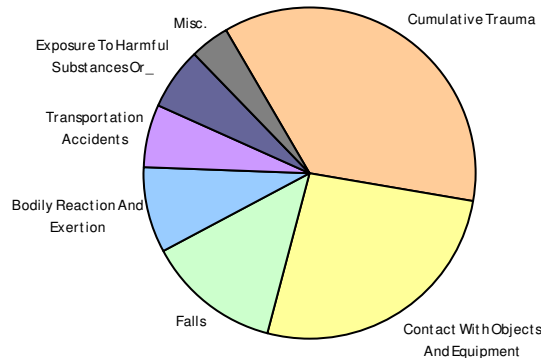Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

— claims rate
— compensable claims rate
···· projected claims rate
···· projected compensable claims rate

All rates as of 06-30-2008

Calendar Injury Quarter
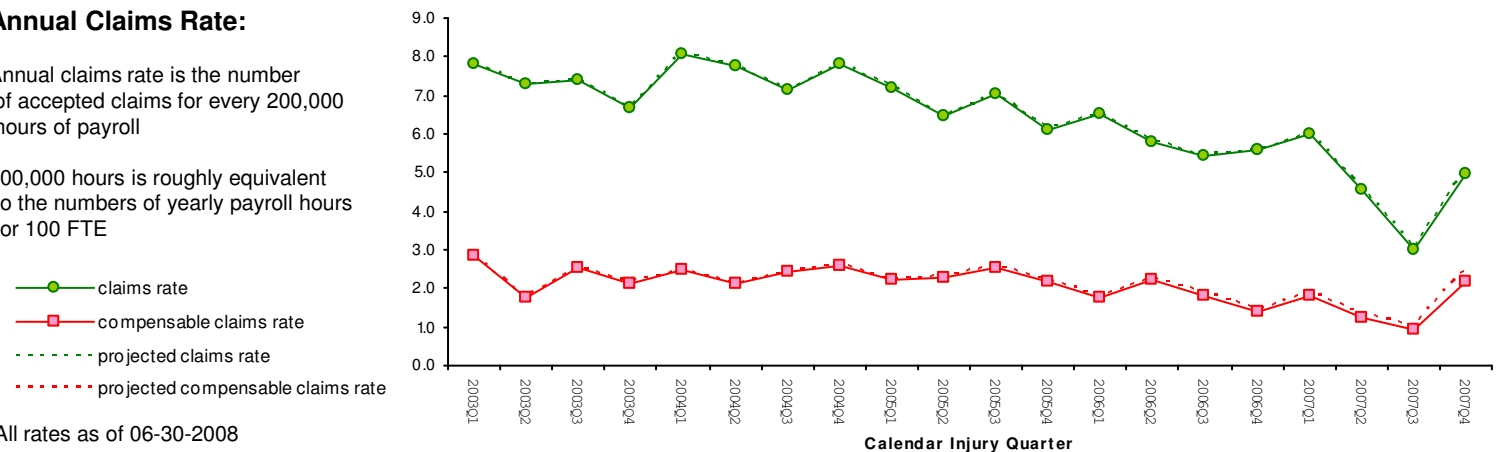
Accepted Claims by *Occupational Injury and Illness Classification System* (OIICS) Event:

calendar year-quarter 2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')

Pie chart categories: Cumulative Trauma, Misc., Exposure To Harmful Substances Or _, Transportation Accidents, Bodily Reaction And Exertion, Falls, Contact With Objects And Equipment

Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	597
9	Other Events Or Exposures	43
0	Contact With Objects And Equipment	10

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

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Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Percent employees with current individual development plans = 96%*

*Based on 5633 of 5896 reported employee count (as of 9/30/08)

Represents all employees in permanent positions, including EMS, WMS and GS	Agency Total
As of 9/30/2008	5896
# with current performance expectations	5633
Rate	96%

Analysis:

- At the conclusion of FY07 the agency held an 80% completion rate in this area.

- There has been a 2% improvement in this area since the April 2008 Interim Report. WSDOT continues to maintain, within normal variation, a completion rate between 90-100%.

Action Steps:

- Along with job class matrices maintained by Staff Development, supervisors and employees set individual development plans during the performance management process for the evaluation period.
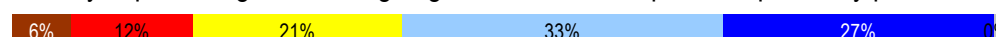

Employee Survey "Learning & Development" Ratings

Avg

Q5. I have opportunities at work to learn and grow.

| 4% | 10% | 19% | 34% | 33% | 1% |
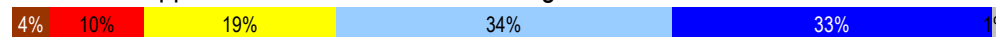
3.8

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 6% | 12% | 21% | 33% | 27% | 0% |

3.6

■ Never/Almost Never   ■ Seldom   □ Occasionally
□ Usually   ■ Always/Almost Always   □ No Response

Overall average score for "Learning & Development" ratings: 3.7

Ratings: 1=Never, 2=Seldom, 3=Occasionally, 4=Usually, 5= Always

Analysis:

- Statewide Average: 3.7
- The agency's score of 3.7 is an increase over the 3.6 score attained in 2006.

Action Steps:

- Use the agency's Performance Mgmt Program as a platform to discuss learning and development opportunities.

Data as of 2007
Source: 2007 DOP Employee Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
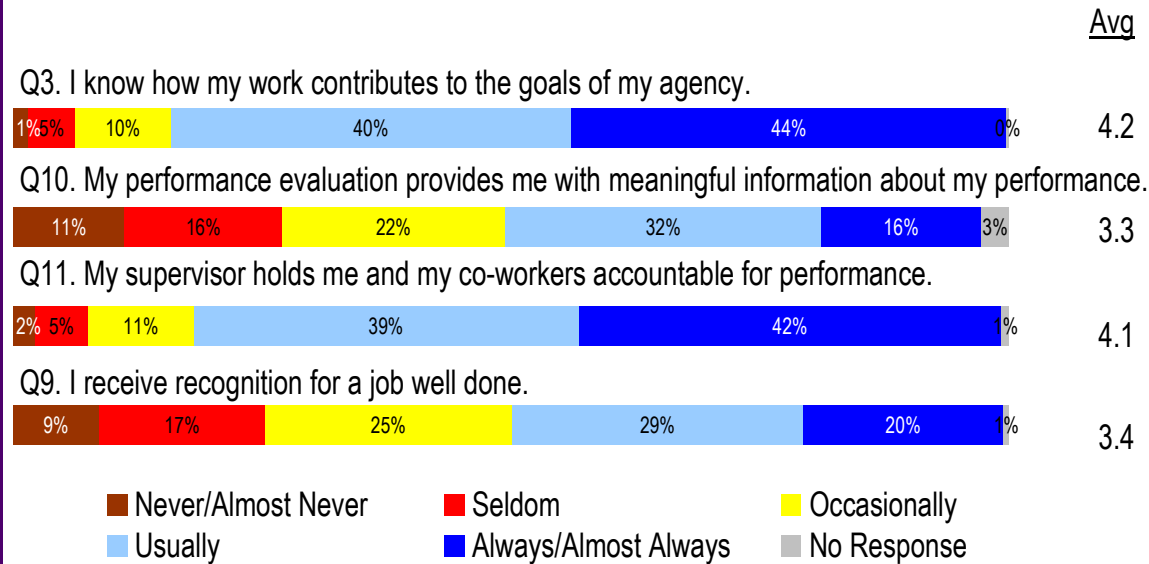
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Percent employees with current performance evaluations = 95%*

*Based on 5259 of 5542 reported employee count (as of 9/30/2008)

Represents all employees in permanent positions, including EMS, WMS, and GS	Agency Total
As of 9/30/2008	5542
# with current performance evaluations	5259
Rate	95%

Analysis:
- At the conclusion of FY07 the agency held an 80% completion rate in this area.

- The April 2008 Interim Report reflected a 94% completion rate. This was due to the total implementation of the agency's new Performance Management Program (PMP).

- WSDOT continues to maintain, within normal variation, a completion rate between 90-100%.

Action Steps:
- PMP Administrators will continue to train managers and supervisors on the use of the program.

- Performing evaluations is an integral part of the agency's PMP. Executive Management fully supports the program and has set the expectation of completing all phases of the program.

- Two new reports, implemented in September 2008, provide up-to-the-minute information to all supervisors on the status of appraisals – started, due and completed. These reports will help to ensure completion rates remain within the 90-100% range.

Data as of 09/2008
Source: WSDOT Performance Mgmt Program

Reinforce Performance

Employee Survey "Performance & Accountability" Ratings

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Avg

Q3. I know how my work contributes to the goals of my agency.

| 1% | 5% | 10% | 40% | 44% | 0% |

4.2

Q10. My performance evaluation provides me with meaningful information about my performance.

| 11% | 16% | 22% | 32% | 16% | 3% |

3.3

Q11. My supervisor holds me and my co-workers accountable for performance.

| 2% | 5% | 11% | 39% | 42% | % |

4.1

Q9. I receive recognition for a job well done.

| 9% | 17% | 25% | 29% | 20% | % |

3.4

■ Never/Almost Never   ■ Seldom   ■ Occasionally
■ Usually   ■ Always/Almost Always   ■ No Response

Overall average score for "Performance & Accountability" ratings: 3.7

Ratings: 1=Never, 2=Seldom, 3=Occasionally, 4=Usually, 5= Always

Analysis:

- Statewide Average: 3.7

- The agency's score of 3.7 is an increase over the 3.6 score attained in 2006.

Action Steps:

- Use the agency's Performance Mgmt Program to promote employee recognition and accountability.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Data as of 2007
Source: 2007 DOP Employee Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
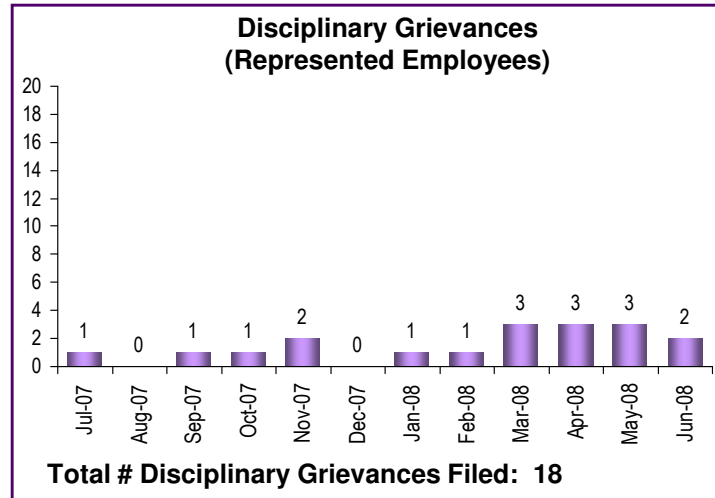
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	7
Demotions	4
Suspensions	5
Reduction in Pay*	29
Total Disciplinary Actions*	**45**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Ethics – 6
- Harassment - 5
- Performance - 16
- Safety - 12
- Leave - 2
- Violence - 4

Analysis:

- Managers have begun to use performance improvement plans and evaluations to track performance issues. As a result, the number of performance-based disciplines continues to rise.

- The Department has placed a new emphasis on safety and holding employees accountable for unsafe actions. Disciplines based on safety issues continue to surge based on this culture shift.

- Internet and e-mail abuse continues to be one of the Department's top disciplinary issues.

Action Steps:

- The Department will expand the use of performance improvement plans and training to address performance issues early and attempt to correct performance problems when they occur. Continued performance issues will be addressed with disciplinary action.

- The Department will continue to educate employees on the proper use of state resources, in particular the use of e-mail and the internet while at work.

- The Department will continue to reinforce the importance of safety with training while continuing to change the culture of the organization towards a safety first mentality.

Data Time Period: 07/2007 through 06/2008
Source: WSDOT Labor Relations Office and DOP HRMS BI

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Disciplinary Grievances (Represented Employees)

Month	Value
Jul-07	1
Aug-07	0
Sep-07	1
Oct-07	1
Nov-07	2
Dec-07	0
Jan-08	1
Feb-08	1
Mar-08	3
Apr-08	3
May-08	3
Jun-08	2

Total # Disciplinary Grievances Filed: 18

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal

1 Demotion

1 Suspension

0 Reduction in salary

2 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- Withdrawn – 33% (6)
- Settled – 27% (5)
- PARM – 11% (2)
- Pending* – 27% (5)

*Step 2, 3 or Mediation

Disposition (Outcomes) of Disciplinary Appeals*

• Withdrawn - 1

*Outcomes issued by Personnel Resources Board

Data Time Period: 07/2007 through 06/2008
Source: WSDOT Grievance Tracking and PRB

20

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

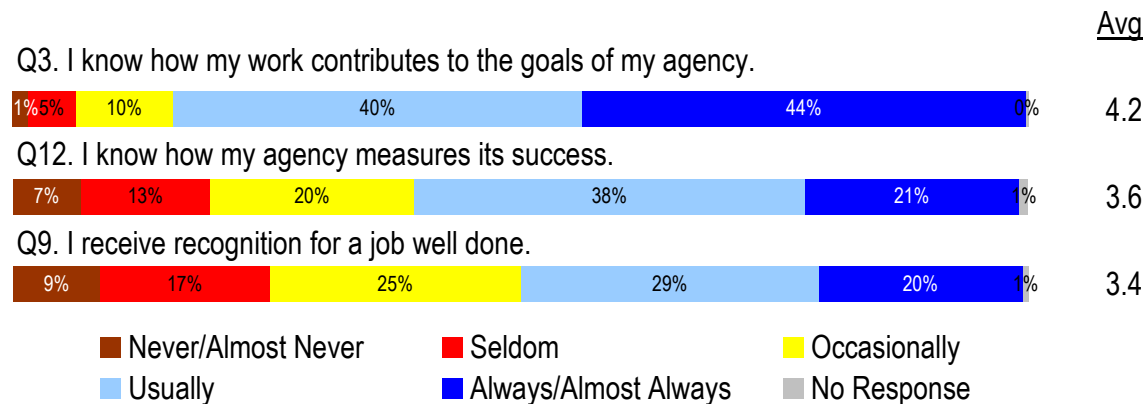**Employee survey ratings on "commitment" questions**

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 1% | 5% | 10% | 40% | 44% | 0% | 4.2 |

Q12. I know how my agency measures its success.

| 7% | 13% | 20% | 38% | 21% | 1% | 3.6 |

Q9. I receive recognition for a job well done.

| 9% | 17% | 25% | 29% | 20% | 1% | 3.4 |

- ■ Never/Almost Never
- ■ Seldom
- ■ Occasionally
- ■ Usually
- ■ Always/Almost Always
- ■ No Response

Overall average score for "Employee Commitment" ratings: 3.7

Ratings: 1=Never, 2=Seldom, 3=Occasionally, 4=Usually, 5= Always

Analysis:

- Statewide Average: 3.6

- WSDOT rates higher than the Statewide Average. The agency's score of 3.7 is an increase over the 3.6 score attained in 2006.

Action Steps:

- Use the agency's Performance Management Program to promote employee recognition and commitment to agency goals.

Data as of 2007
Source: 2007 DOP Employee Survey

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

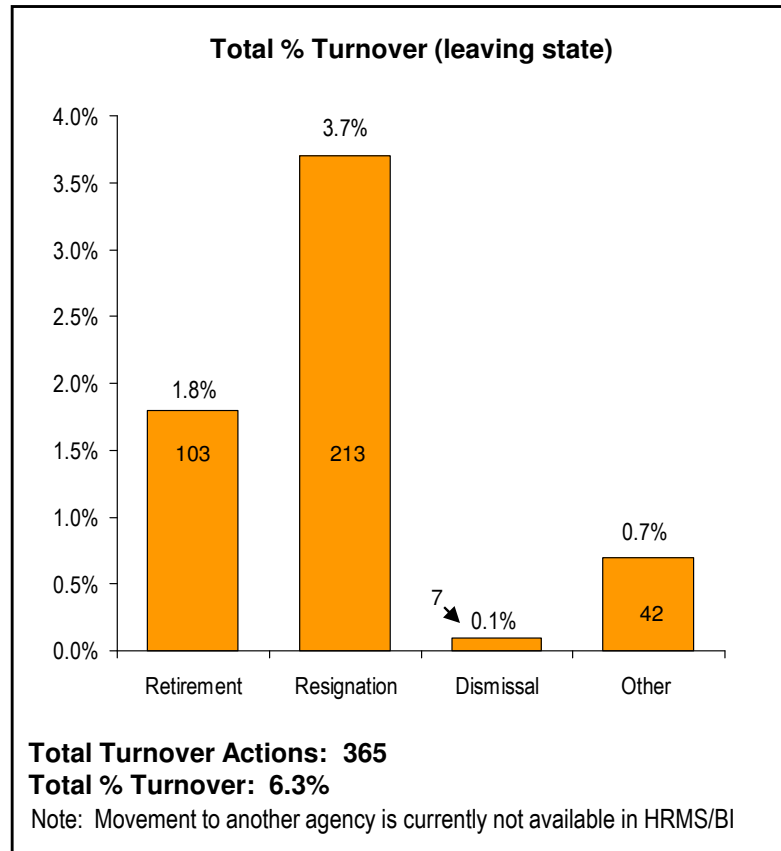Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Total % Turnover (leaving state)

Bar chart showing:
- Retirement: 1.8% (103)
- Resignation: 3.7% (213)
- Dismissal: 0.1% (7)
- Other: 0.7% (42)

Total Turnover Actions: 365
Total % Turnover: 6.3%
Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- Our turnover rate has decreased by .4% since last fiscal year. During FY07 WSDOT had a 6.7% turnover rate.

- Retirements increased by .2% from FY07. Retirements may continue to increase with 35% of the agency, and 48% of executives, eligible for retirement within 5 years, as stated in the 2009-2015 Strategic Plan, (page 13).

- In FY07 4.1% of the turnover actions were due to resignation. That number has decreased to 3.7%.

Action Steps:

- WSDOT will continue to monitor the turnover rate for unexpected trends that may appear.

- As stated in the 2009-2015 Strategic Plan:
    - WSDOT is implementing new recruitment techniques to increase the number of high-quality job candidates, (page 13).
    - WSDOT will continue to mitigate risks by establishing the Senior Leadership Succession and Development Program, (page 7), and utilizing the Leadership Enhancement and Development Program (LEAD).
    - WSDOT will use the Project Management Academy to foster effective and efficient project delivery as well as the development and retention of qualified management personnel, (page 14).

Data Time Period: 07/07 through 06/08
Source: DOP HRMS BI

Workforce Diversity Profile

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

	Agency	State
Female	27%	53%
Persons w/Disabilities	03%	4%
Vietnam Era Veterans	06%	6%
Veterans w/Disabilities	01%	2%
People of color	11%	18%
Persons over 40	75%	75%

Diversity Profile by Ethnicity

Percent Age Distribution
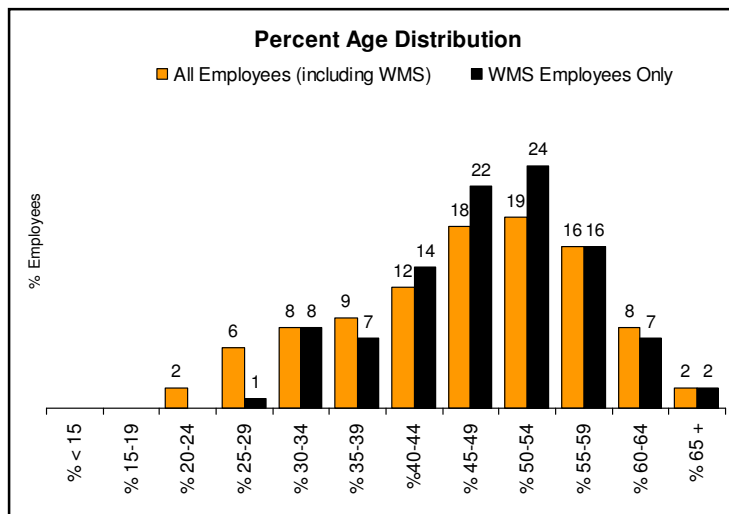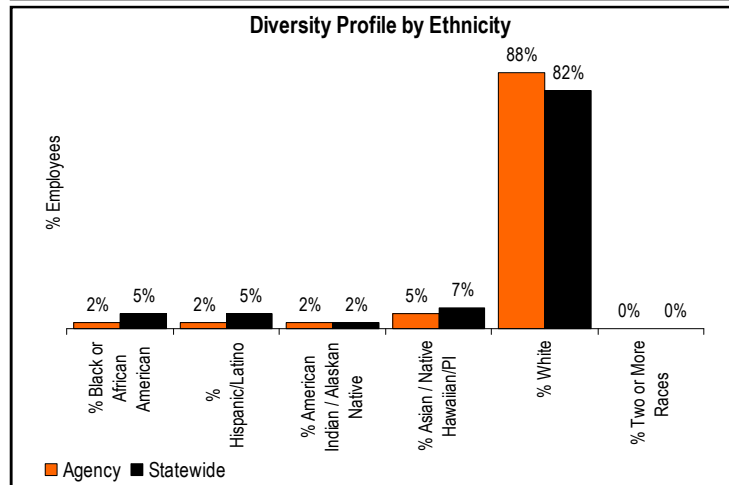
Analysis:

- WSDOT is aware that it needs to improve its representation of diversity in the organization.

- When compared to FY07 results, there has been little to no change in the percentages for each category.

Action Steps:

- WSDOT Recruitment Services will continue to work with the Office of Equal Opportunity to establish a method to better capture diversity information.

Data as of 6/30/2008
Source: DOP HRMS

Workforce Diversity Profile

Employee Survey "Support for a Diverse Workforce" Ratings

Employee Survey "Diversity" rating

Q13. My agency consistently demonstrates support for a diverse workforce.

Avg

| 3% | 6% | 15% | 37% | 39% | % |

4.1

■ Never/Almost Never   ■ Seldom   ■ Occasionally
■ Usually   ■ Always/Almost Always   ■ No Response

| Average rating for "Agency support for a diverse workforce": | 4.1 |

Ratings: 1=Never, 2=Seldom, 3=Occasionally, 4=Usually, 5= Always

Analysis:

- WSDOT rates higher than the Statewide Average of 3.8

Action Steps:

- WSDOT will continue to demonstrate support for a diverse workforce.